

HFTP's Biannual Compensation & Benefits Survey Report

By Tanya Venegas

The 2014 HFTP Compensation and Benefits Survey was developed to provide information on salaries and benefits, and to provide a profile of accounting/finance and technology professionals in the hospitality industry. The information in this survey is intended for several purposes including salary comparisons, budgeting processes, staffing guidelines, contract negotiation and benefits standards.

The 2014 survey was distributed in February 2014 to the HFTP membership and nonmembers affiliated with HFTP. Many segments of the HFTP membership received the survey including princi-

pal, agent, education, allied, industry, apprentice, student, retired and complimentary members who have agreed to receive electronic communication. The nonmembers receiving the survey held hotel, club and casino positions in Asia and Europe. In total, 300 individuals accessed the survey and 252 respondents completed the entire survey.

In the pages that follow, a summary of the survey results is provided in charts and tables with supplemental text explanation. Sub-group analysis is also presented by job title and industry segment. If you have any comments or questions please contact the HFTP Research Institute.

Respondent Profile

In the 2014 HFTP Compensation and Benefits Survey, respondents were asked a series of questions pertaining to the property/company for which they work in addition to job-related information. For the purposes of this survey, it is important to gather information such as hospitality industry segment, job title and prior positions to properly analyze the data and make accurate comparisons.

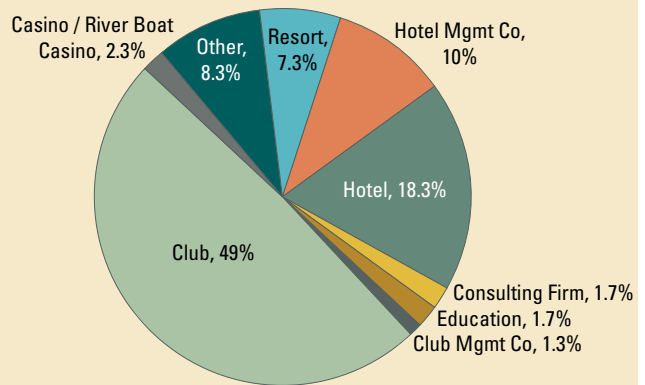
Hospitality Industry Segment

Respondents were first asked to provide information about the segment of the hospitality industry in which they work. Just over half (50.7 percent) of those responding to this survey worked for a club or club management company. The second largest group of responses came from those working at lodging properties (39.9 percent). This was a slightly lower response rate from the lodging segment than received in the past (45 percent in 2012). The types of properties which made up the lodging segment included: casinos/riverboat casinos, conference/convention centers, hotels, hotel management companies, resorts and hotel franchisors. Combined together, the club and lodging segments accounted for 90.6 percent of all responses to the 2014 Survey. The types of establishments which made up the other 9.4 percent of responses included: consulting firms, CPA firms, educational establishments, restaurants, suppliers, tour operators and IT solution providers.

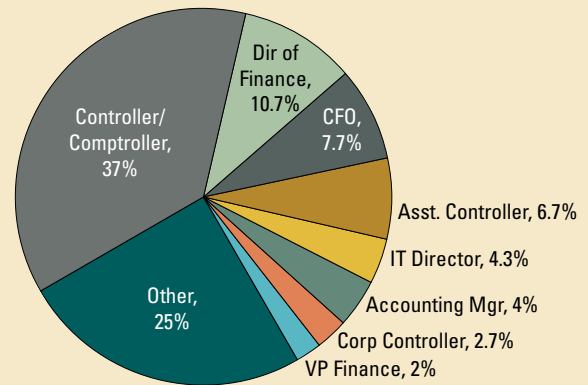
Job Title

Individuals with the title of controller/comptroller made up the largest group of respondents (37 percent) to the survey followed by those with the following titles: director of finance (10.7 percent), chief financial officer (7.7 percent) and assistant controller (6.7 percent). In addition, the greatest number of responses came from those with accounting and finance positions (78.7 percent). It is interesting to note, that the number of responses from those with the title of controller/comptroller has been trending downward through the years while the title of chief financial officer has been trending upward, especially in the club arena. At a distant second, responses from those with technology positions accounted for 10 percent of responses. These positions included such titles as IT director (4.3 percent), director of finance/IT (0.7 percent) and vice president of information systems (0.7 percent). These numbers are consistent with the 2012 survey when 10.3 percent of responses came from individuals with technology positions. The number of job titles that currently fall under the category of "Other" account for nearly 15 percent of all responses. These titles included positions such as accounts payable, accounts receivable, assistant IT director, chief information officer, human resources manager, IT consultant, project manager and staff accountant. There is likely a two-fold reason for the increase in respondents with such diverse titles. First of

Hospitality Industry Segment



Job Title



Note: Job titles with less than a 2 percent response rate were categorized as Other.

all, HFTP as an organization continues to expand and include individuals outside the constraints of just the primary accounting, finance or technology professional. Now, the membership includes individuals holding positions such as accounts payable clerks, accounts receivable clerks, staff accountants, as well as many other entry or mid-level staff positions. The second possible reason is likely due to the specialization of many positions such as director of human resources and compensation, director of planning and analysis, and technology relationship manager.

Prior Positions

As expected, most of the responses came from those who held prior positions in the accounting and finance areas (82.6 percent). The greatest number of responses came from those holding the prior position of controller comptroller (28.3 percent), followed by assistant controller (17 percent) and director of finance (11.7 percent). These statistics provide a promising trend. The number of those holding the prior position of assistant controller decreased from 17 percent to only 6.7 percent in current positions (10.3 percent

decrease). These individuals moved into higher level positions such as controller/comptroller and director of finance. Respondents holding prior positions in technology accounted for 7.3 percent of responses. This number increased to 10 percent in current positions, so there were several individuals that moved from other types of positions into the technology arena. Other prior positions included: auditor (2.4 percent), corporate controller (4 percent), general manager (1.6 percent) and IT director (4 percent).

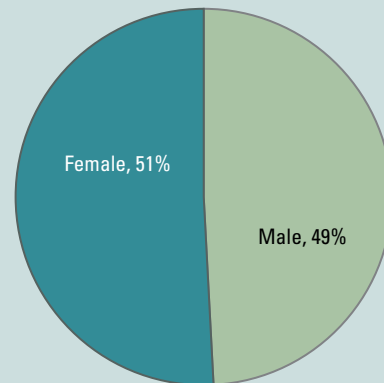
Demographic Information

The survey was distributed to both members and nonmembers affiliated with HFTP. Many of these individuals are members of organizations allied with HFTP. In total, 96 percent of responses (242 respondents) to the 2014 Survey were from HFTP members leaving only 4 percent of responses from nonmembers. These statistics were nearly the same as in 2012 when 96.9 percent of responses came from the HFTP membership.

Gender

Often, it is interesting to analyze compensation data by gender to determine if there are any major differences between the groups. For this reason, respondents to the survey were asked to provide this information. Overall, slightly more females (51.4 percent, 127 responses) responded to the survey than males (48.6 percent, 120 responses). This differs from surveys in the past where there were typically more male respondents. In the three most recent surveys, men accounted for 56.1 percent (2012), 58.2 percent (2010) and 56 percent (2008) of the responses. It is interesting to note, that when broken out by industry, there were more female respondents in the club industry (63.2 percent female) than the lodging industry (37.2 percent female). In addition, there was a far greater number of male respondents (78.9 percent) in the technology field than female respondents (21.1 percent).

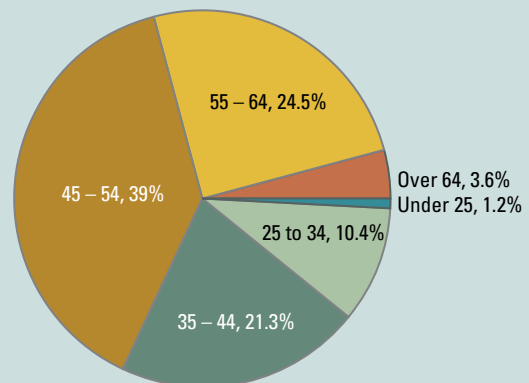
Gender



Age Range

Age, by itself, is not necessarily a factor when it comes to compensation, but it can often be associated with work experience which may have an impact. When analyzed by age, the greatest number of responses came from those who fall in the 45 – 54 age range (39 percent, 97 responses). Most of the age ranges have remained nearly unchanged from 2012. There was a slight decrease in the number of responses in the 45 – 54 age range (2012: 42 percent, 2014: 39 percent). Increases were seen in the responses in the under 25 age group (2012: 0 percent, 2014: 1.2 percent) and 25 – 34 age group (2012: 7 percent, 2014: 10.4 percent). By having an increase in responses from the younger age groups, it helps to better understand compensation levels at that stage in a hospitality financial/technology professional's career.

Age Range



Demographic Information continued.

Geographic Location

Overall, 94.6 percent of responses came from individuals working in North America (Canada: 4.7 percent, United States: 89.9 percent). This number is slightly lower than in 2012 when 97.6 percent of all responses came from North America. As HFTP reaches out to new international markets and establishes chapters around the world, the trend towards more international respondents will be expected to increase dramatically. Responses were also received from individuals in the following countries: Australia, Bonaire, China, Georgia, Germany, Greece, India, Indonesia, Jamaica, Kenya, Mexico, Thailand, The Netherlands, and Trinidad and Tobago. For respondents from the United States, responses have been categorized into regions for analysis purposes. Regional breakdown is provided for club and hotel respondents. For the regions with more than 10 responses, specialized reports can be requested by contacting the HFTP Research Institute.

Region	Clubs	Lodging
New England	7.5%	4%
Middle Atlantic	12.2%	7.9%
South Atlantic	36.1%	18.8%
East North Central	10.9%	8.9%
East South Central	3.4%	6.9%
West North Central	4.1%	3%
West South Central	6.8%	15.8%
Mountain	3.4%	7.9%
Pacific	15.6%	26.7%



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Number of Full-Time Equivalent (FTEs)

The size and complexity of an operation can often be determined by the number of employees it takes to operate the business on a daily basis. Respondents working for organizations with 51–100 FTEs made up the largest group of responses (26.6 percent), followed by 101–200 employees (21.8 percent) and 201–500 employees (21.4 percent). As to be expected, a very small portion of responses came from respondents with less than 10 employees (2.4 percent) and more than 1,000 employees (6.7 percent).

Industry	Less than 10	10–25	26–50	51–100	101–200	201–500	501–1,000	More than 1000
Overall	2.4%	4.8%	10.7%	26.6%	21.8%	21.4%	5.6%	6.7%
Casino / Riverboat Casino	0%	0%	0%	0%	0%	17%	0%	83%
Club	4%	4%	17%	41%	23%	11%	0%	0%
Club Management Co.	0%	0%	0%	50%	50%	0%	0%	0%
Conference / Convention Center	0%	0%	0%	0%	67%	33%	0%	0%
Hotel	0%	11%	4%	4%	24%	43%	9%	4%
Hotel Management Co.	3%	7%	3%	7%	10%	24%	17%	28%
Resorts	0%	0%	0%	10%	19%	43%	24%	5%

Number of Employees Supervised

Over 50 percent of responses came from individuals that supervised between two and five employees. Those individuals supervising three to five employees accounted for 31.7 percent of the responses and 21 percent of responses came from those supervising two employees. It is interesting to analyze the distribution by industry segment. Club respondents tended to supervise fewer employees, averaging between two and five employees (65.7 percent). On average, managers at lodging properties/companies supervised three to five employees (hotel: 34.1 percent, hotel management company: 20.7 percent). Resorts averaged slightly higher, with 57.1 percent of resort respondents supervising between three and 10 staff members.

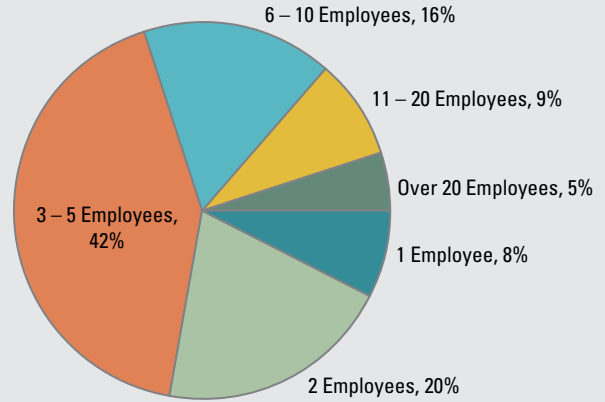
Industry	0	1	2	3–5	6–10	11–15	16–20	21–30	More than 30
Overall	13.9%	10.3%	21%	31.7%	13.1%	5.6%	1.6%	0.4%	2.4%
Casino / Riverboat Casino	50%	0%	0%	16.7%	0%	16.7%	0%	0%	16.7%
Club	8.4%	15.4%	30.1%	35.7%	8.4%	1.4%	0%	0.7%	0%
Club Management Co.	0%	25%	25%	25%	25%	0%	0%	0%	0%
Conference / Convention Center	0%	0%	0%	0%	33.3%	66.7%	0%	0%	0%
Hotel	18.2%	0%	11.4%	34.1%	18.2%	11.4%	2.3%	0%	4.5%
Hotel Management Co.	31%	3.4%	6.9%	20.7%	17.2%	10.3%	3.4%	0%	6.9%
Resorts	4.8%	9.5%	9.5%	28.6%	28.6%	4.8%	9.5%	0%	4.8%

Employer Profile continued.

Number of Employees in the Accounting/Finance Department

In the accounting/finance department, the greatest number of responses came from those with between three and five employees (42.2 percent). When added together, most respondents worked at a property or for an organization that had between two and 10 accounting/finance employees (78.9 percent). When analyzed by industry segment, clubs tended to have three to five accounting/finance employees (52.1 percent), while conference/convention centers (66.7 percent) and hotels (45.7 percent) had slightly larger staff sizes averaging between six and 10 employees. Even though most respondents (72.3 percent) indicated being responsible for the employees in the accounting/finance department; the number of staff in the accounting/finance department averaged higher than the number of employees supervised. For example, the greatest number of responses from those working at hotel properties stated there were six to 10 employees in the accounting/finance department, but the majority of hotel respondents indicated that they only supervised three to five employees. The same phenomenon happened in the club segment. Overall, 52.1 percent of club respondents indicated there were three to five employees in the accounting/finance department and 35.7 percent oversee three to five employees.

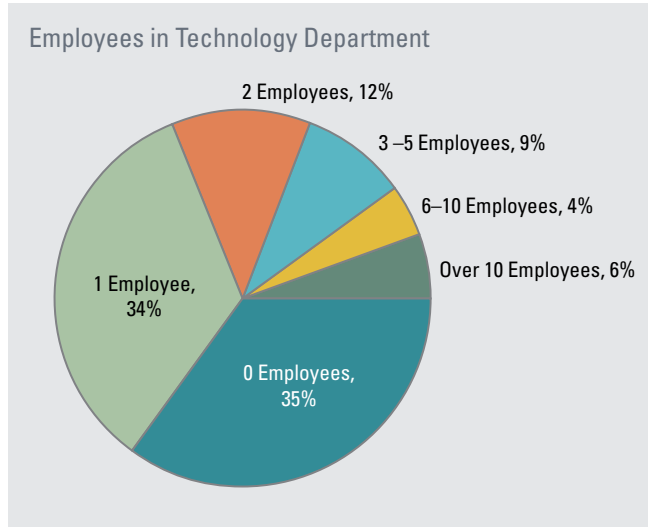
Employees in Finance/Accounting Department



Industry	1	2	3 to 5	6 to 10	11 to 15	16 to 20	21 to 30	More than 30
Overall	7.6%	20.3%	42.2%	16.3%	6.0%	2.8%	0.8%	4%
Casino/Riverboat Casino	0%	0%	0%	0%	16.7%	16.7%	0%	66.7%
Club	11.4%	28.6%	52.1%	6.4%	0.7%	0.7%	0%	0%
Club Management Company	25%	0%	50%	25%	0%	0%	0%	0%
Conference/Convention Center	0%	0%	33.3%	66.7%	0%	0%	0%	0%
Hotel	4.3%	13%	26.1%	45.7%	4.3%	0%	2.2%	4.3%
Hotel Management Company	0%	10.3%	37.9%	6.9%	24.1%	6.9%	3.4%	10.3%
Resort	0%	9.5%	28.6%	28.6%	19%	14.3%	0%	0%

Number of Employees in the IT Department

Overall, 35.7 percent of respondents stated being responsible for employees in the IT department. The trend remains that most club properties do not employ an IT person at the property level (50.3 percent). Lodging properties are slightly ahead of their club counterparts with 34.5 percent employing at least one IT person at the property level. Overall, 35 percent of respondents indicated that their property/company does not employ an IT person and 33.9 percent of respondents have one person responsible for all IT requirements.



Industry	0	1	2	3 to 5	6 to 10	More than 10
Overall	35%	33.9%	12.2%	9.1%	4.3%	5.5%
Casino/Riverboat Casino	0%	0%	0%	16.7%	0%	83.3%
Club	51%	35.7%	7.7%	3.5%	2.1%	0%
Club Management Company	25%	25%	0%	0%	50%	0%
Conference/Convention Center	0%	33.3%	33.3%	0%	0%	33.3%
Hotel	23.9%	39.1%	19.6%	13%	4.3%	0%
Hotel Management Company	3.4%	34.5%	20.7%	20.7%	3.4%	17.2%
Resort	14.3%	23.8%	19%	19%	14.3%	9.5%

Annual Revenues and Tax Status

Average annual company/property revenues are often an indicator of the size and complexity of an organization. Since the 2014 Survey was distributed to individuals around the world, it was important to distinguish in what currencies each respondent was reporting. As expected, the greatest majority reported revenues and salary information in U.S. Dollars (92.3 percent). Other currencies included Canadian Dollars (4.7 percent), Euros (1 percent), Australian Dollars, Chinese Yuan, Indian Rupee, Indonesian Rupiah, Jamaican Dollar and Thai Bhat.

Respondents to the 2014 Survey are divided into two major revenue categories. Clubs tended to fall between \$1 million and \$10 million in revenues, while their larger lodging counterparts ranged from \$10 million to more than \$25 million. Resorts are interesting because they are separated into two groups. Twenty percent earned between \$2.5 million and \$5 million and then 26.7 percent earned greater than \$25 million. Obviously, the complexity and potential earnings of a resort can vary greatly depending on the size and offerings at the property.

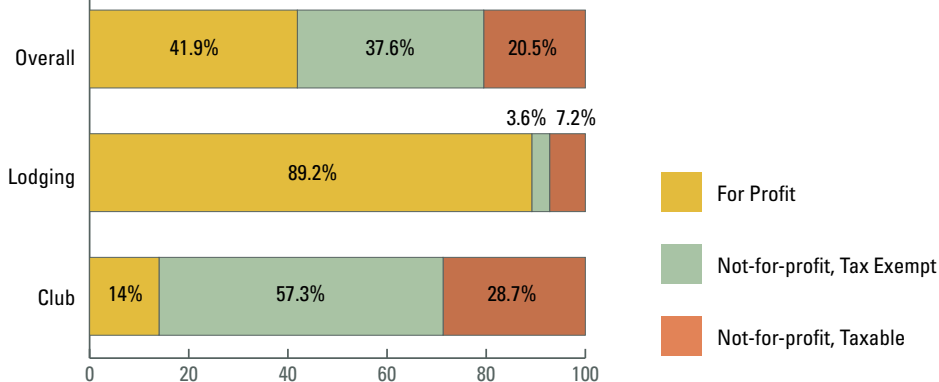
Respondents were also asked to provide information on the tax status for their company. Tax status can have an im-

pact on the company, how it operates and how employees are compensated. Overall, 41.9 percent of responses came from individuals at for profit organizations; followed by not-for-profit, taxable (37.6 percent); and not-for-profit, tax exempt organizations (20.5 percent). These numbers mean much more when analyzed by industry segment. When looking solely at the lodging segment, 89.2 percent of responses came from for profit organizations, while the exact opposite was true of clubs. Eighty-six percent of responses from clubs came from not-for-profit organizations (not-for-profit, tax exempt: 57.3 percent; not-for-profit, taxable: 28.7 percent).

Annual Revenues

Industry	Less than \$500,000	\$500,000 to \$1,000,000	\$1,000,001 to \$2,500,000	\$2,500,001 to \$5,000,000	\$5,000,001 to \$7,500,000	\$7,500,001 to \$10,000,000	\$10,000,001 to \$15,000,000	\$15,000,001 to \$20,000,000	\$20,000,001 to \$25,000,000	More than \$25,000,000
Overall	0.4%	0.4%	3.5%	17.7%	16.9%	12.6%	9.8%	9.4%	5.5%	23.6%
Casino/Riverboat Casino	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Club	1.4%	5.1%	20.3%	31.9%	11.6%	21.7%	4.3%	2.2%	0.7%	0.7%
Club Management Company	0%	0%	25%	0%	25%	25%	0%	0%	0%	25%
Conference/Convention Center	0%	0%	0%	0%	66.7%	0%	33.3%	0%	0%	0%
Hotel	7.3%	4.9%	4.9%	2.4%	2.4%	14.6%	17.1%	17.1%	12.2%	17.1%
Hotel Management Company	0%	0%	0%	3.7%	7.4%	14.8%	14.8%	7.4%	3.7%	48.1%
Resort	0%	0%	0%	20%	6.7%	13.3%	13.3%	13.3%	6.7%	26.7%

Tax Status



Job Responsibilities

Survey participants were asked a series of questions related to their job responsibilities such as departments supervised, executive committee participation, role in the buying decision and number of hours worked per week.

Departments Supervised by Respondents

Often, a job title alone does not necessarily indicate the complexity of job responsibilities. It is expected that the controller/comptroller would be responsible for the accounting/finance department, but sometimes this individual is responsible for other areas such as IT, administrative/office staff, human resources, etc. For this reason, survey participants were asked to indicate which departments they supervised. Overall, the majority (72.3 percent) indicated they are in charge of the accounting/finance department, 35.7 percent indicated they are in charge of the technology department, 29 percent have oversight in human resources, and 23 percent of respondents are in charge of the administrative and clerical staff. To better understand the breakdown of responsibilities by industry segment, the data was broken out for those working at club and lodging properties. It is interesting to note that responsibilities differ by industry with those holding positions at clubs responsible for multiple departments, while their lodging counterparts are more focused on accounting/finance (64.5 percent), purchasing (28.1 percent) and IT (31.4 percent) functions. At club properties, respondents supervised the following departments: accounting/finance (92.1 percent), administrative/office staff (35.1 percent), human resources (50.3 percent) and IT (45.7 percent). Other departments supervised included: front office/rooms, internal audit, membership, revenue management, risk management and telecommunications.

Executive Committee Participation and Purchasing Decision

The survey also included questions pertaining to participation on the executive committee and the respondent's role in the buying decision process at their property/company. The number of respondents participating on the executive committee has slowly trended downward. In the 2012 survey, 50 percent of respondents participated on the executive committee and in 2014 that number shifted downward to only 44.6 percent. When analyzed by industry, lodging properties have the greatest amount of individuals on the executive committee. Sixty-six percent of respondents from hotels sit on the executive committee followed by 55 percent working for resort properties. Participation of respondents at resort properties has fluctuated through the years. In 2010, 78.6 percent of resort respondents participated on the executive committee. In 2012, this number dropped to only 45 percent and now it has rebounded to 55

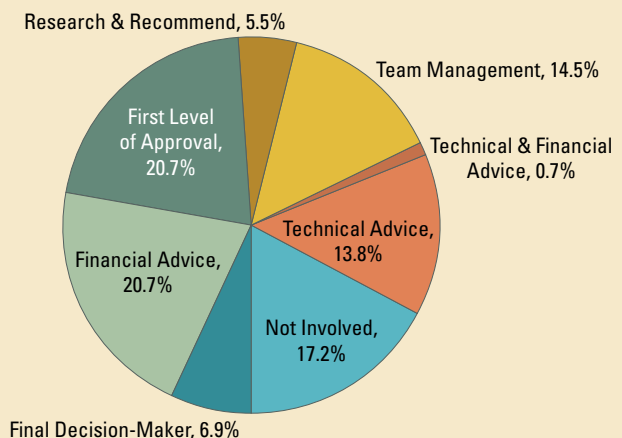
Departments Supervised by Respondents

	Club	Lodging	Overall
Accounting/Finance	92.1%	64.5%	72.3%
Admin/Office Staff	35.1%	12.4%	23%
Human Resources	50.3%	9.1%	29%
Purchasing	15.2%	28.1%	19%
Security	6.6%	3.3%	4.7%
Technology	45.7%	31.4%	35.7%

Sit on Executive Committee

By Industry		By Job Title	
Clubs	36.3%	CFO	65.2%
Hotels	65.9%	Controller	44.3%
Hotel Mgmt Co	46.4%	Corp Controller	50%
Resorts	55%	Dir of Finance	83.3%
		IT Director	30%

Role in the Buying Decision



percent. Executive committee participation analysis was also conducted by job title. The number of controllers on the executive committee has remained consistent since the last compensation and benefits survey in 2012 (2012: 45.2 percent, 2014: 44.3 percent). The position with the highest number of respondents participating on the executive committee remains to be the director of finance (2012: 94.3 percent, 2014: 83.3 percent). Information technology directors have gained some ground with an increase from 20 percent participation rate in 2012 to 30 percent in 2014.

Survey participants were also asked to provide information on their role in the buying decision process. Overall, 82.8 percent of respondents participated in the buying decision process. This is a 10 percent drop from 2012 when 92.9 percent of respondents played a role in the buying process. Continuing the trend from previous surveys, the largest groups of responses came from those with the first level of approval (20.7 percent) and those that provided both technical and financial advice (20.7 percent).

Hours Worked per Week

The average work week for respondents in the 2014 Survey was 50.45 hours per week. This is slightly lower than the 51.5 hours reported in 2012. The minimum work week reported in 2014 was eight hours and the longest average work week was 80 hours.

When analyzed by job title, those with the longest work week were educators (56.67 hours) and IT directors (55.56 hours). The shortest work weeks reported were for the positions of assistant controller (47.85 hours) and general manager (46.67 hours). When analyzed by industry, those working for a hotel management company had the longest average work week at 53.85 hours, which is just slightly higher than the next longest work week reported by those at club management companies (53.75 hours). The shortest work weeks were for those at clubs (48.86 hours) and casinos (48.07 hours). Overall, the majority of positions experienced a decrease in the average work week from previous surveys.

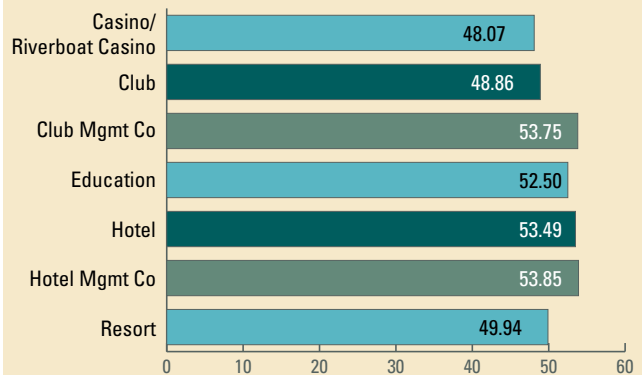
Time Working at the Office, Home and Traveling

Respondents were also asked to provide the percentage of time they spent working at the office, at home, traveling and other. Overall, 75.2 percent of the respondents' time is spent working at the office, 14.4 percent at home, 7.3 percent spent traveling and 3.3 percent working in other places. When analyzed by industry, clubs and resorts both spent a similar amount of time in the office (club: 82.1 percent, resort: 82.6 percent), working from home (club: 11.4 percent, resort: 10.5 percent) and traveling (club: 5.1 percent, resort: 6.8 percent). Those working for hotel management companies spent the greatest amount of time working away from the office (home: 16.4 percent, travel: 9.4 percent), which totaled 32.5 percent of their time. Hotel respondents were close behind with 29.6 percent of their work week spent away from the office.

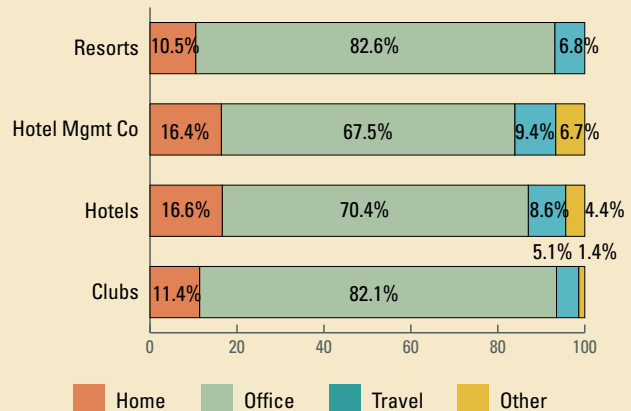
Hours Worked per Week by Job Title

Job Title	Average No. of Hours
Accounting Manager	50.56
Assistant Controller	47.85
CFO	50.98
Controller/Comptroller	49.54
Corporate Controller	50.63
Director of Finance	51.83
Educator	56.67
General Manager	46.67
IT Director	55.56
Regional Controller	48.75
VP Finance	53.40

Hours Worked per Week by Industry



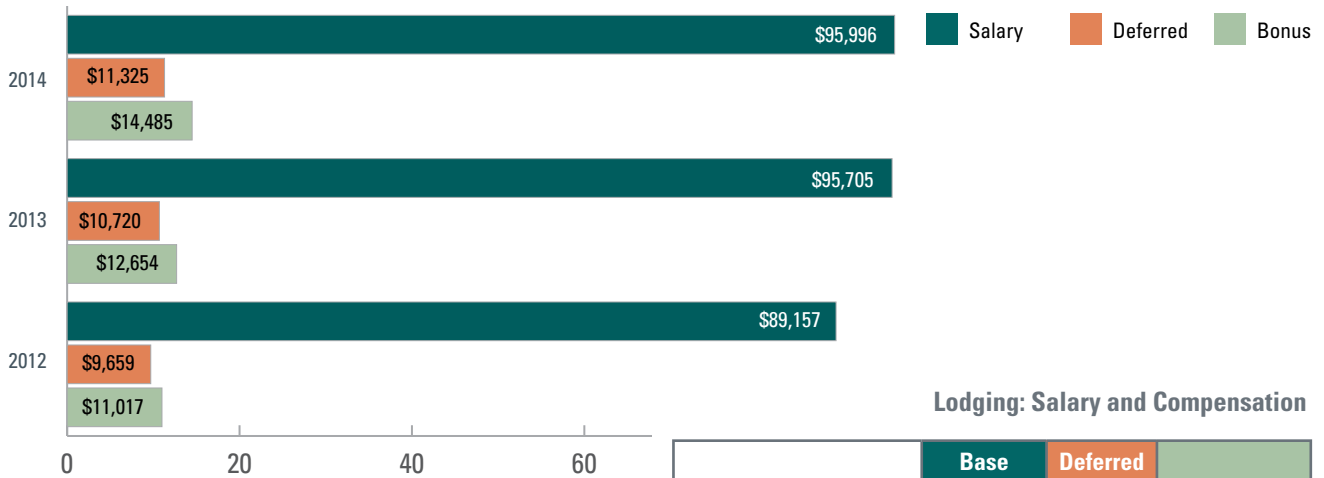
Time Working at the Office, Home and Traveling





Average Compensation 2012 - 2014

On average, individuals responding to this survey projected that they will earn \$95,996 in 2014. Respondent salaries nearly grew \$7,000 over the three year time span reported. It is interesting to note that the majority of the increase was from 2012 – 2013 when salaries expanded \$6,548. From 2013 to 2014, respondents only projected an increase of \$291 in their base salary. Increases in deferred compensation averaged \$1,061 from 2012 – 2013 and are projected to increase \$605 from 2013 – 2014. Seventy-five percent of respondents specified they received an annual bonus which was an increase from the 73 percent reported in the 2012 Survey. From 2012 – 2013 bonuses increased \$3,468 from \$11,017 in 2012 to \$14,485 in 2014. When added together, total compensation (salary, deferred and bonus) increased \$11,973 from 2012 – 2014 yielding an overall compensation of \$121,806 in 2014.



Lodging: Salary and Compensation

Club: Salary and Compensation

Job Title	Base Salary	Deferred Comp	Bonus
2014			
Accounting Mgr	\$85,115		
Assistant Controller	\$64,174		\$5,640
CFO	\$126,618	\$4,209	\$21,535
Controller / Comptroller	\$90,285	\$7,831	\$8,544
Dir of Finance	\$110,289		\$13,393
2013			
Accounting Mgr	\$82,111		
Assistant Controller	\$58,177		\$3,607
CFO	\$120,237	\$4,086	\$19,592
Controller / Comptroller	\$87,690	\$7,143	\$8,340
Dir of Finance	\$108,058		\$13,679
2012			
Accounting Mgr	\$77,470		
Assistant Controller	\$56,906		\$4,195
CFO	\$114,252	\$3,858	\$14,272
Controller / Comptroller	\$83,951	\$7,635	\$7,441
Dir of Finance	\$104,176		\$12,071

Job Title	Base Salary	Deferred Comp	Bonus
2014			
Accounting Mgr	\$61,625		
Assistant Controller	\$68,875		\$14,950
Controller / Comptroller	\$90,900	\$4,613	\$15,956
Corporate Controller	\$100,000		\$17,250
Dir of Finance	\$111,253	\$22,509	\$24,911
IT Director	\$94,357		\$6,000
2013			
Accounting Mgr	\$56,250		
Assistant Controller	\$66,625		\$5,540
Controller / Comptroller	\$133,716	\$4,160	\$12,790
Corporate Controller	\$95,700		\$7,250
Dir of Finance	\$108,108	\$21,594	\$24,944
IT Director	\$89,000		\$5,340
2012			
Accounting Mgr	\$52,000		
Assistant Controller	\$66,571		\$4,850
Controller / Comptroller	\$87,133	\$3,910	\$11,403
Corporate Controller	\$91,200		\$6,675
Dir of Finance	\$101,837	\$19,345	\$20,731
IT Director	\$81,857		\$3,875

*Gray shaded boxes indicate categories with less than 3 responses.

Salaries for Certification Holders

It is often speculated that individuals holding industry certifications earn more than their counterparts without certifications. An argument is often posed whether it is the certification that allows the individual to earn a higher salary or that the type of person who strives for industry certifications is simply a higher achiever. Either way, this survey proves that those with financial, accounting and technology certifications in the 2014 Survey earned more than their non-certified counterparts.

Respondents to the survey held various industry related designations such as the Certified Hospitality Accountant Executive (CHAE), Certified Hospitality Technology Professional (CHTP) and the Certified Public Accountant (CPA). Overall, the number of respondents holding professional designations decreased from 48.3 percent in 2012 to 30.7 percent in 2014. Of those responding to the 2014 Survey, 28.2 percent indicated they have the Certified Hospitality Accountant Executive (CHAE) designation. This was an increase from 2012 when 22.7 percent of the total respondents held the CHAE designation. The positions with the greatest percentage of respondents holding the CHAE designation included: auditors (33.3 percent), chief financial officers (47.8 percent), consultants (40 percent), directors of finance (34.4 percent), educators (75 percent) and regional controllers (75 percent).

The other major designation provided by HFTP is the CHTP. Overall, 8.3 percent of respondents held the CHTP designation which was higher than in the 2012 survey (6.4 percent). Those individuals with the CHTP designation have the following job titles: assistant controller, chief financial officer, consultant, controller/comptroller, director of finance, educator, general manager and IT director. The number of respondents with the CPA designation increased from 16 percent in 2012 to 19.8 percent in 2014. Upper-level accounting professionals such as chief financial officers (65.2 percent), controller/comptrollers (18.9 percent), corporate controllers (25 percent), regional controllers (50.0 percent) and vice presidents of finance (33.3 percent) tended to have the greatest percentage of respondents holding the CPA designation. Other designations noted in the survey included the Certified Management Accountant (CMA), Certified Hospitality Administrator (CHA), Certified Hospitality Educator (CHE) and Community Association Manager (CAM).

Respondents with a professional designation earned more than their counterparts without certifications. Overall, the highest paid group included those with the CHAE and the CHTP designations who were projected to earn \$136,447 in 2014. The second highest paid group were those with both the CHAE and CPA designations who indicated they will earn \$113,746 in 2014. Respondents with the CHAE and CHTP designations averaged a \$20,000 higher salary than those with any other combination of certifications. This trend is very positive for those with HFTP certifications.

Salaries for Certification Holders

	2014	2013	2012
All Respondents			
None	\$87,712	\$90,823	\$80,318
CHAE	\$103,375	\$100,523	\$95,742
CPA	\$105,798	\$99,746	\$95,639
CHAE & CPA	\$113,746	\$109,625	\$105,976
CHTP	\$103,686	\$100,729	\$97,357
CHAE & CHTP	\$136,447	\$132,054	\$131,929
Controller/Comptroller			
None	\$92,001	\$88,250	\$85,692
CHAE	\$101,885	\$98,209	\$94,300
CPA	\$94,065	\$89,033	\$82,820
CHAE & CPA	\$103,600	\$99,500	\$95,533
CHAE & CHTP	\$123,316	\$123,087	\$120,687
IT Salaries			
None	\$87,410	\$81,210	\$74,750
CHTP	\$103,686	\$100,729	\$97,357

When analyzing individual positions, the combination of the CHAE and CHTP certifications made the greatest impact on controller/comptroller salaries with those holding these designations earning \$123,316. This salary is over \$30,000 more than their counterparts without designations (\$92,001). In addition, those with only the CPA designation earned less than their counterparts with a CHAE, CHTP or a combination of the two. That seems to be an indication that the hospitality industry holds the CPA in high esteem, but that the CHAE and CHTP provide a specialization which sets those with these designations apart. In the past, IT director salaries were compared. In the 2014 Survey, there were not enough responses from IT directors with and without certifications to make a comparison. A general comparison was done for all respondents holding IT positions. Again, those with certifications tended to average a higher annual salary than their counterparts without certifications.

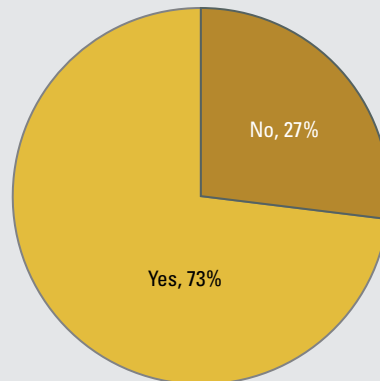
Bonus Determination

Individuals responding to this survey were asked a series of questions on bonuses. Nearly the same number of respondents to the 2014 Survey received bonuses as in the 2012 Survey (2014: 73.5 percent, 2012: 73.2 percent). In general, bonuses for those responding to this survey were based on subjective criteria (55.7 percent) versus objective criteria (44.3 percent). This is a break from previous surveys where bonuses were primarily based on objective criteria (2012: 70.7 percent, 2010: 52 percent). Respondents were also asked to provide the specific sources (or basis) for their bonuses. The greatest number of respondents indicated that their bonus was based on board/executive committee decision (39.7 percent), followed by meeting budgeted goals (31.7 percent) and meeting personal goals (23.0 percent). This is a departure from the 2012 Survey when meeting budgeted goals, profit, board/executive committee decision and meeting personal goals were all evenly matched at approximately 17 percent. Other sources of bonus determination included: employee satisfaction, meeting deadlines and staff surveys.

Performance Evaluation

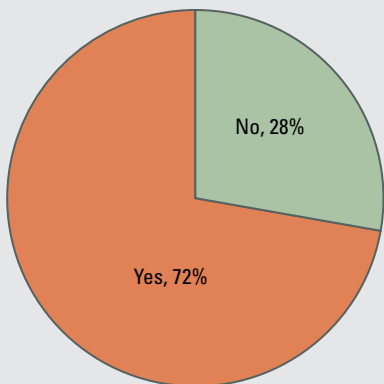
Many organizations use performance evaluations in compensation determination. Therefore, they are included in the compensation section of this report. Overall, 182 of the 253 respondents indicated that they receive a performance evaluation (71.9 percent). This number is slightly lower than in 2012 when 73.6 percent of respondents received a performance evaluation. The majority of these evaluations were conducted on an annual basis (89.6 percent), followed by semiannually (7.7 percent), biannually (1.6 percent) and quarterly (1.1 percent).

Receive a Bonus

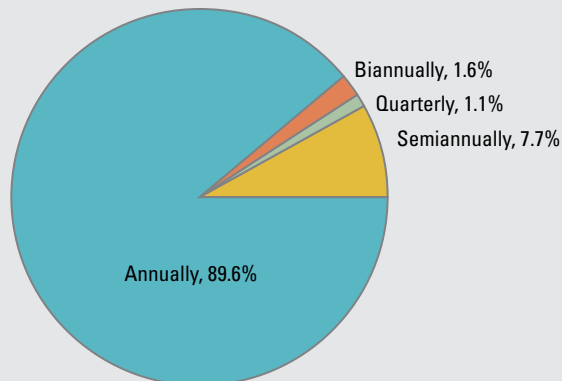


Bonus Criteria	
Objective	44.3%
Subjective	55.7%
Source of Bonus	
Board / Executive Committee	39.7%
Guest Satisfaction	11.7%
Holiday Fund	10.0%
Increased Sales	4.3%
Meeting Budget Goals	31.7%
Meeting Personal Goals	23.0%
Other	3.7%
Profit	19.0%

Receive a Performance Evaluation



Frequency of Evaluation



**Club Profile
and Staff
Salaries**

Clubs (clubs and club management companies) accounted for 50.7 percent (151 responses) of all responses to the 2014 Survey. The following section will provide profile information on club respondents as well as salary information.

Classification of Club Facilities

In the 2014 Survey, the majority of responses from club respondents came from those at full service country clubs (68.9 percent). Other types of clubs included golf course/club (7.3 percent), yacht club (5.3 percent), city/athletic club (9.9 percent) and CIRA/community association (6 percent). Fewer than 2 percent of respondents indicated that they worked at another type of club such as a dining club or tennis/racquet club. This is the first year that CIRA/community associations have been mentioned in the Compensation and Benefits Survey. In addition, the majority of responses came from private member or investor owned clubs (95.4 percent) with the remaining responses coming from public/daily fee/municipal (0.7 percent) or semi-private facilities (4 percent).

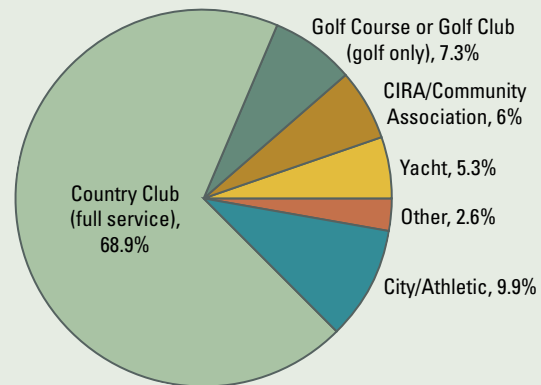
Club Membership

When analyzing club membership size the largest group included clubs with 250 – 500 members (30.6 percent), which is lower than in the 2012 survey (38.5 percent). The next largest group of clubs had 501 – 750 members (27.2 percent), followed by more than 1,000 members (23.1 percent), 751 – 1,000 members (15 percent) and less than 250 members (4.1 percent). In general, the size of clubs responding to the HFTP Compensation and Benefits Survey has trended upwards. In the 2012 Survey, clubs with less than 250 members accounted for 13 percent of the responses and in 2014 that group only represented 4.1 percent. When averaged together, the membership mean is 1,109 members, but there are several very large clubs with over 15,000 members who pull the mean upwards. A better representation of the size of most clubs would be the median: 625 members.

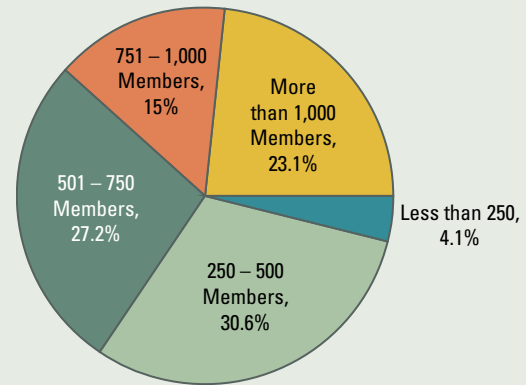
Club Staff Salaries

The tables on page 37 provide information on club staff salaries for 2014. In addition to their own salaries, respondents were asked to provide information on staff salaries at their properties. Although this information may not be directly beneficial for the respondents to determine their individual salaries, it is provided to assist in developing budgets, hiring new employees or considering employee merit raises. Annual salary and hourly wages are provided where information was available.

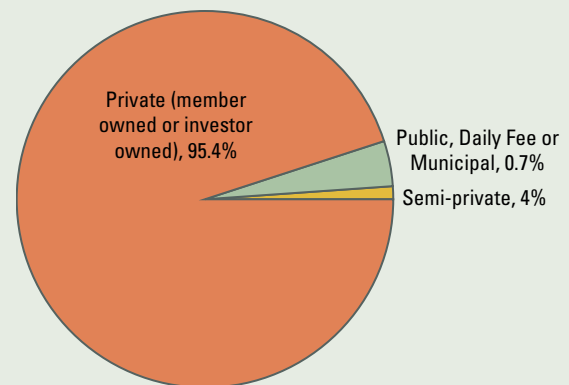
Classification of Club Facilities



Membership Size



Ownership Structure



Club Accounting, Finance and Technology Staff Salaries and Hourly Wages

Position	Average Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Accountant / Controller	\$87,881	\$70,500	\$85,000	\$103,750	\$8,391
Accounts Payable Clerk					
Salary	\$41,816	\$33,038	\$40,900	\$50,500	\$1,929
Hourly Rate	\$18.15	\$16.00	\$17.63	\$19.89	
Accounts Receivable Clerk					
Salary	\$38,514	\$35,313	\$39,760	\$44,415	\$1,389
Hourly Rate	\$18.56	\$15.45	\$18.00	\$21.00	
Assistant Controller	\$54,415	\$45,000	\$53,689	\$63,850	\$3,302
Assistant IT Manager	\$51,183	\$33,210	\$51,910	\$67,750	
Director of Information Systems/Technology	\$78,705	\$59,880	\$78,500	\$87,500	\$15,457
Information Systems/Technology Manager	\$52,313	\$25,500	\$62,250	\$70,000	\$3,925
Staff Accountant					
Salary	\$46,579	\$36,955	\$46,350	\$54,275	\$2,203
Hourly Rate	\$18.87	\$15.00	\$18.94	\$23.30	

Club Staff Salaries and Hourly Wages

Position	Average Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Chief Staff Executive / General Manager	\$187,185	\$138,300	\$170,000	\$210,650	\$33,314
Assistant General Manager / Clubhouse Mgr	\$92,835	\$70,000	\$81,750	\$108,750	\$10,835
Executive / Head Chef	\$95,713	\$74,625	\$94,750	\$112,281	\$8,764
Catering Manager	\$67,905	\$46,743	\$55,892	\$65,000	\$6,992
Food & Beverage Director	\$67,223	\$47,813	\$70,000	\$82,000	\$5,156
Head Golf Professional	\$103,256	\$75,000	\$95,000	\$122,600	\$11,483
Head Superintendent	\$124,198	\$88,202	\$118,411	\$148,705	\$13,808
Health & Fitness Director	\$51,352	\$38,000	\$50,000	\$60,000	\$8,530
Human Resources Manager					
Salary	\$70,784	\$50,000	\$71,000	\$80,750	\$6,532
Hourly Rate	\$22	\$19	\$22	\$25	
Membership Director	\$70,519	\$44,775	\$61,350	\$75,000	\$12,554
Head Tennis Professional	\$62,672	\$40,500	\$55,000	\$77,700	\$11,985

**Lodging
Profile and
Staff Salaries**

Overall, 39.9 percent of responses to the 2014 Survey were from respondents associated with lodging properties. For the purpose of this survey the following industry segments were included under lodging properties: casino/riverboat casino, conference/convention center, hotel franchisor, hotel, hotel management company and resort. Given the fact that not all casinos and conference/convention centers have a lodging component, these segments were analyzed individually before adding them into this portion of the analysis. It was found that all of the properties incorporated a lodging component. In addition, the lodging profiles are divided into property level and regional/corporate office profiles. For this reason, while looking at the data, the reader must keep in mind that many managers oversee multiple types of properties; therefore, statistics will typically add up to greater than 100 percent.

Classification of Lodging Facilities

At both the property level (65.2 percent) and regional/corporate level (60.6 percent), the majority of responses came from individuals overseeing full service lodging properties. At the property level, the second highest response rate was for those working at resort properties (28.8 percent), followed by individuals working at convention/conference/executive centers (21.2 percent). At the regional/corporate level, the second largest group after full service was limited service (42.4 percent), followed by all suite properties (27.3 percent) and convention/conference/executive centers (15.2 percent).

Hotel Ownership

At the property level, most responses came from those working at a property that was independently owned or owned by a partnership (51.5 percent). The remaining categories with a substantial amount of responses at the property level also included: chain-company owned (13.6 percent), chain-franchised (18.2 percent) and chain-leased/managed (13.6 percent). At the regional/corporate level, there were equal amounts of responses from properties that are chain-franchised (39.4 percent) or independent/partnerships (39.4 percent). Chain-company owned properties also made up a significant amount of regional/corporate responses (30.3 percent).

Location of Hotel Properties

Nearly 50 percent of property level respondents indicated they work at or supervise an urban located lodging property (47 percent). The second largest group of lodging properties analyzed by location belongs to resort properties (34.8 percent). Overall, 81.8 percent of lodging property level respondents supervised resort and/or urban properties. At the regional/corporate level, the greatest number of responses came from individuals at the following location types: resort (60.6 percent), urban (57.6 percent) and suburban (42.4 percent).

Facilities: Property and Corporate/Regional Levels

Hotel Rating	Property	Corp./Reg
All Suite	9.1%	27.3%
Bed and Breakfast	1.5%	3.0%
Casino	4.5%	9.1%
Convention / Conference Executive Center	21.2%	15.2%
Full Service	65.2%	60.6%
Limited Service	3%	57.6%
Resort	28.8%	42.4%

Ownership: Property and Corporate/Regional Levels

Hotel Type	Property	Corp./Reg
Chain-company Owned	13.6%	30.3%
Chain-franchised	18.2%	39.4%
Chain-leased/ Managed	13.6%	18.2%
Independent/ Partnership	51.5%	39.4%
Member Owned	3.0%	21.2%
Affiliate		3%
Not Applicable	3%	

Location: Property and Corporate/Regional Levels

Location	Property	Corp./Reg
Airport	1.5%	30.3%
Interstate		30.3%
Resort	34.8%	60.6%
Small Metro Town	7.6%	33.3%
Suburban	9.1%	42.4%
Urban	47%	57.6%

Market Price Segment for Hotel Properties

Hotels can also be analyzed by market price segment which categorizes lodging properties by their average room rate. The largest group of lodging property level responses came from those working at upscale properties (50.0 percent), followed by luxury (34.8 percent) and mid-price (25.8 percent) properties. Those at the regional/corporate level supervised the following market price segments: mid-price (72.7 percent), upscale (57.6 percent) and luxury (30.3 percent).

Number of Hotel Guest Rooms Supervised

As to be expected, those working at the regional/corporate office tended to supervise a greater number of guest rooms than those at the property level. At the property level, nearly 80 percent of respondents stated they supervise under 500 rooms (78.5 percent). Only a small fraction supervised greater than 1,000 rooms (7.7 percent). On the other hand, at the regional/corporate level, 61.3 percent of responses were from those that supervised 1,000 rooms or more.

Market: Property and Corporate/Regional Levels

Market Segment	Property	Corp./Reg
Luxury	34.8%	30.3%
Upscale	50%	57.6%
Mid-price	25.8%	72.7%
Economy	3%	21.2%

Market: Property and Corporate/Regional Levels

Market Segment	Property	Corp./Reg
Under 500 Rooms	78.5%	19.4%
501 to 750 Rooms	10.8%	12.9%
751 to 1,000 Rooms	3.1%	6.5%
1,001 to 2,500	7.7%	51.6%
More than 2,500		9.7

Further Analysis

Additional Insight from the 2014 Survey

The HFTP Research Institute will continue to analyze the data from this year's survey to provide subgroup analysis, including by segment, gender or location. Look for additional reports in future issues of *The Bottomline*.

To request analysis for a specific subgroup, contact the HFTP Research Institute at Tanya.Venegas@hftp.org.

Hotel Staff Salaries

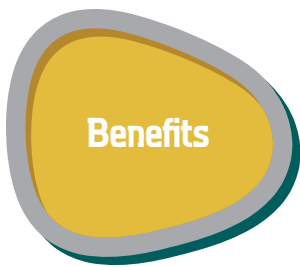
The following tables provide information on hotel staff salaries. The information is presented in two tables: Accounting, Finance and Technology Staff and Hotel Management Staff. Annual salary and hourly wages are provided where information was available, as well as percentiles for each position. A percentile provides a better view of the distribution of the responses. For example, in the case of the hotel accountant/controller the salary at the 75th percentile is \$110,00. This means that 75 percent of the responses lie below this value and 25 percent of the responses lie above the value. In addition, the 50th percentile would equal the median value.

Hotel Accounting, Finance and Technology Staff Salaries and Hourly Wages

Position	Average Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Accountant / Controller	\$89,734	\$69,250	\$90,000	\$110,000	\$16,928
Accounts Payable Clerk					
Salary	\$36,423	\$30,000	\$36,483	\$45,000	\$1,901
Hourly	\$14.90	\$13.63	\$15.00	\$16.75	
Accounts Receivable Clerk					
Salary	\$34,061	\$24,250	\$32,750	\$39,500	\$3,070
Hourly	\$15.04	\$13.25	\$14.00	\$16.88	
Assistant Controller	\$56,941	\$49,000	\$60,000	\$67,000	\$4,136
Assistant Information Technology Manager	\$49,529	\$40,800	\$47,500	\$63,022	
Dir of Information Systems Technology	\$102,845	\$76,250	\$87,500	\$118,750	\$20,375
Information Systems/Technology Manager	\$65,150	\$47,500.00	\$60,000	\$84,357	6234.0
Staff Accountant					
Salary	\$42,922	\$38,500	\$41,000	\$50,000	\$3,469
Hourly	\$16.62	\$13.50	\$15.00	\$19.00	

Hotel Staff Salaries and Hourly Wages

Position	Average Salary	25th Percentile	50th Percentile	75th Percentile	Bonus
Assistant Manager	\$64,697	\$44,250	\$47,500	\$90,663	\$12,760
Catering Manager	\$57,664	\$46,750	\$56,680	\$66,250	\$9,921
Executive / Head Chef	\$92,887	\$72,500	\$81,000	\$112,500	\$18,650
Food & Beverage Director	\$97,261	\$77,500	\$95,000	\$125,000	\$26,320
General Manager	\$178,456	\$121,250	\$147,500	\$197,500	\$93,407
Head of Maintenance	\$81,616	\$55,000	\$77,500	\$95,000	\$17,838
Revenue Manager	\$73,714	\$51,625	\$75,000	\$90,000	\$10,949
Sales & Marketing Manager	\$74,464	\$52,500	\$65,000	\$90,000	\$22,779



Benefits

Retirement Plans

Retirement plans are an important part of an employee’s overall compensation package. The largest group of respondents stated that their employer offered a defined contribution plan (69 percent). An example of a defined contribution plan is a 401K, which allows individuals to save money in a tax-deferred account and the employee can withdraw money for living expenses at retirement. Other retirement plans included: defined benefit plan (5.3 percent), SEP IRA or Simple IRA (4.7 percent) and a 457 plan (1.7 percent). In addition, 9.7 percent of all respondents indicated that their employer does not offer them a retirement plan.

HFTP Related Expenses Paid by Employer

Benefits such as paid expenses are also an important part of an employee’s overall compensation package. Many respondents received benefits associated with their membership in HFTP. Overall, 76 percent of respondent employers paid for their HFTP annual membership dues. Other HFTP benefits covered by employers include: chapter meetings (54 percent), annual convention expenses for the employee (35 percent), professional development (30.7 percent) and certification expenses (24.3 percent). All of these figures increased from the 2012 Survey except HFTP Annual Convention expenses, which was reduced by 2.8 percent.

Benefits Paid by Employer

Respondents to the 2014 Survey were also asked to provide information on benefits paid by their employer which included general, automotive and out-of-pocket expenses. The benefits received by the greatest number of respondents included: meals at the facility for themselves (52.3 percent), mobile phone (46.7 percent) and business travel allowance (30.3 percent). Many categories have increased since the 2012 Survey. For example, in 2012 only 18.2 percent of respondents indicated they received meals at their workplace for themselves. This number increased to 34.1 percent in 2014.

Type of Retirement Plan	
457	1.7%
Defined Benefit Plan	5.3%
Defined Contribution Plan	69%
None	9.7%
Other	4.7%
SEP IRA or Simple IRA	4.7%

HFTP Expenses Paid	
HFTP Dues	76.0%
Chapter Meetings	54.0%
Annual Convention Self	35.0%
Professional Development	30.7%
Certification Expenses	24.3%
Professional Publications, Media, and Videos	16.7%
HITEC Self	14.7%
Annual Convention Spouse	3.3%
Foundation Scholarship	1.3%
Chapter Scholarships	1.0%
HITEC Spouse	0.7%

Benefits Paid by Employer	
100% Medical Reimbursement	20.7%
Business Travel Allowance	30.3%
Clothing Allowance	6.7%
Club Membership for Self	5.3%
Dining Out Expenses	5.7%
Dry Cleaning	18.7%
Employee Assistance Program	14.0%
Golf	17.7%
Health / Fitness Center Use	15.7%
Home Computer	8.7%
Home Internet Access	5.0%
Meals at Facility – Family	7.0%
Meals at Facility – Self	52.3%
Mobile Phone	46.7%
Parking	22.7%
Tuition Assistance	20.0%

Medical Plan Expenses Paid by Employer

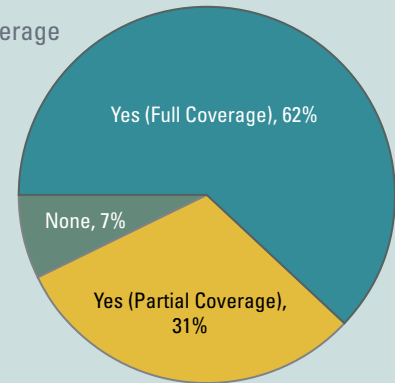
In the 2014 Survey respondents were asked to provide information on the health care coverage provided by their employer. The categories with the highest full or partial employee coverage included: dental (71.3 percent), life insurance (69.3 percent), prescription drugs (61.7 percent) and vision care (55 percent). Respondents were also asked to indicate if their employer provided coverage for their spouse or family. Overall, 62.3 percent of respondents indicated that their employer provided full coverage for their family. Thirty-one percent provided partial family coverage and only 7 percent did not offer any family coverage.

Paid Leave

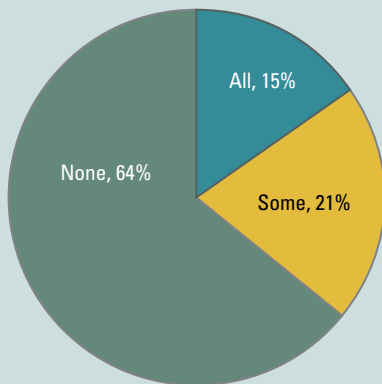
Paid leave is another form of benefits offered by employers which can come in the form of sick leave, vacation time and paid time off (PTO). Many employers (41.3 percent) offered their employees PTO days which can be used for sick leave or vacation time. This is an increase from 2012 when 40.9 percent of respondents received PTO. For those who received PTO days, employers provided an average of 17.7 days per year and 48 percent have to use all of their days within the year and cannot carry any forward. Those receiving vacation days averaged 20.45 days per year and 7.02 days of sick leave. Again, the majority of individuals indicated that they cannot carry forward any sick days or vacation days from year to year (vacation days: 63.9 percent, sick days: 48.2 percent).

Medical Plan Expenses Paid by Employer			
	Employee		
Item	Full	Partial	None
Dental Program	24.3%	47.0%	28.7%
Disability – Long Term	31.7%	18.3%	50.0%
Disability – Short Term	29.3%	18.7%	52.0%
Health and Accident	19.3%	33.3%	47.3%
HMO	6.7%	27.7%	65.7%
Hospitalization	11.3%	39.7%	49.0%
Life Insurance	44.0%	25.3%	30.7%
Major Medical	12.3%	41.0%	46.7%
Medical Checkups	15.3%	35.0%	49.7%
PPO	11.7%	33.3%	55.0%
Prescription Drugs	13.3%	48.3%	38.3%
Vision Care	15.7%	39.3%	45.0%

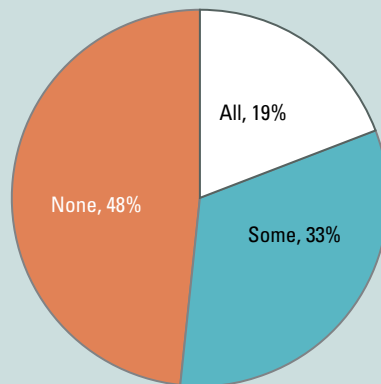
Family Health Coverage



Vacation Days Carried Forward



Sick Days Carried Forward



Paid Time Off Carried Forward

